DD/A Registry
83-4083

# ROUTING AND RECORD SHEET

DD/A REGISTRY
FILE: 1-1

**SUBJECT:** (Optional)

| FROM: | | EXTENSION | NO. | STAT |
|---|---|---|---|---|
| EO/DDA | | | DATE 16 AUG 1983 | |

| TO: (Officer designation, room number, and building) | DATE | | OFFICER'S INITIALS | COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.) |
|---|---|---|---|---|
| | RECEIVED | FORWARDED | | |
| 1. DDA | 22 AUG 1983 | | | 8/30/83 1600 hrs. ADDA has copy |
| 2. | | | | would be happy to discuss at your convenience. |
| 3. | | | | |
| 4. | | | | STAT |
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| 6. | | | | |
| 7. | | | | STAT   STAT |
| 8. | | | | Hold until |
| 9. | | | | return + schedule us for discussion. |
| 10. | | | | STAT |
| 11. | | | | 8/30/83   22 AUG 1983 |
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FORM 610 USE PREVIOUS EDITIONS
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16 AUG 1983 83-4053

MEMORANDUM FOR:   Deputy Director for Administration
                     Associate Deputy Director for Administration

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FROM:

Executive Officer to the DDA

SUBJECT:          The Management Staff


1.  Purpose:  The purpose of this paper is to examine the composition of the Management Staff and the Registry in accordance with the specific tasking in my Annual Work Plan for this rating period.

2.  Background:  The composition and functions of the Directorate of Administration (DA) Management Staff and Registry have varied over the years.  In December 1976, personnel assigned to the staffs of the Office of the Deputy Director for Administration (ODDA) numbered [        ]  At that time the staff of the  STAT DDA consisted of an Assistant for Information, a Special Assistant to the DDA for DO matters, and an Executive Officer.  The following components were also included in the ODDA:  Historical Staff, Information Systems Analysis Staff, Career Management Staff, Management and Assessment Staff, Budget Staff, Information and Privacy Staff, and Equal Employment Opportunity Staff.

In the more recent past, that is slightly more than two years ago, the Management Staff consisted of seven personnel (exclusive of the Executive Officer and his secretary), and there were three individuals in the Registry.  The present Management Staff, with fewer personnel, is currently involved in more functions than its predecessor organization, with the exception of the publication of the DDA Exchange.

By way of background, it is interesting to examine the staffs in other directorates with functions and responsibilities comparable to the DA Management Staff.  The Directorate of Operations Evaluation and Program Design Staff (EPDS) will have a complement of [   ] positions in FY-84.  In addition to the normal  STAT

budget, planning, and programming activities, EPDS has
responsibility for operational and intelligence evaluations.  The
Planning and Resource Staff of the Directorate of Science and
Technology consists of [ ]ndividuals ( [ ] of whom are finance           STAT
careerists).  The Planning and Management Staff in the Directorate
of Intelligence is comprised of [ ] people.  They perform the           STAT
centralized budget and finance tasks for the entire Directorate as
well as planning, programming, career management, and other
Directorate-wide support functions.

3.  Mission:  The mission of the Management Staff basically
hinges on what the DDA and ADDA want it to be. First and foremost,
the Staff serves in an advisory capacity to these two individuals.
Armed with sufficient information, the Staff can serve as an
extension of the DDA's front office.  It can enhance the flow of
information to the DDA and ADDA as well as down from them to the
other element of the Directorate. In large measure the successful
fulfillment of the Staff's mission depends upon the degree of
insight it has into the direction, focus, and perspectives of the
DDA and the ADDA.

4.  Functions:  The budget, finance, and programming function
is most essential.  There is, in fact, no other element in the
Directorate which can perform objective, complete, and detailed
analysis of Directorate-wide resource issues and which can provide
appropriate advice, guidance, and recommendations on these matters
to the DDA and ADDA.

The planning function of the Management Staff continues
to evolve into a useful endeavor.  While it provides for
Directorate- level planning, it also serves an interface with
Agencywide planning activities.  Emergency planning will probably
continue to take on increased importance from its renewed emphasis
only several months ago. The quarterly planning sessions can serve
as an ideal mechanism for Directorate-wide coordination of
activities.  They also serve as a unique opportunity for the DDA
and ADDA to meet and observe middle-level officers in action.
And, most important, they serve as a mechanism to monitor progress
against the Directorate's most significant objectives and goals.

While the information review function has only been
formally exercised for a year, it has improved the efficiency and
effectiveness of the Directorate in several key areas.  Prompt and
fully coordinated reviews under FOIA, PA, and Executive Order
12356 have been completed. Directorate-wide records management

2

philosophy and control are being established. The effective utilization of Directorate ADP Control Officers has also been started.

It is a bit too early to evaluate the function of an ADP focal point on the Management Staff. Over the past few months the function has proven to be useful in the area of budget submissions and resource reviews. It also has been useful to small Directorate components which do not have their own ADP expertise. On the other hand, the feasibility of developing a Directorate-wide strategic plan for ADP-related matters is not entirely clear as yet. And the development of coordinated policies and procedures for ADP activities has met some anticipated obstacles.

The Management Staff, in addition to the above functions, provides administrative support (logistics, budget and finance, security, and programming) for all of the other ODDA staffs.

The management and application of Standard Support Requirements (SSRs) are functions ideally suited for the Management Staff. Requiring a wide familiarity with the Directorate and the Agency, the SSR concept can only succeed if approached in an objective, cohesive manner with each person working on the team having his or her own piece of expertise in a particular area.

Last, but certainly not least in this outline of functions, is the critical activity of the Registry. In order to comply with the numerous deadlines which are levied, it is important that the Registry move correspondence expeditiously. It is equally important that material be filed in such a manner that it can be retrieved without any loss in time.

5. Composition: The Management Staff currently consists of full-time employees and a part-time employee as follows:

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    a. Executive Officer

    b.    budget and finance officers         STAT

    c.    full-time secretaries and one part-time secretary

    d.    information control clerks

3

e. ☐ information control officer        STAT

f. ☐ plans officer

g. ☐ information handling systems referent

Since my assignment to the ODDA I have always considered the
Management Staff, Registry,☐ , and myself as a single entity    STAT
even though the official Table of Organization (T/O) differs from
this view.  I have had several discussions with PMCD over the past
two years concerning a consolidation and name change to something
like "the Executive Staff."  Because PMCD advised that this unit
would have to be "housed" in the DDA's immediate office on the
T/O, I have shied away from suggesting the change.

If the 1984 Program resources remain intact, for the most
part, the Management Staff is slated for one additional staff
officer who would serve primarily as an assistant to the Plans
Officer, but would also be used across the board.  I envision that
this individual would be at the GS-12/13 level; a Category I
employee assigned to the position on a one-year rotational basis.

Given the direction which we have taken over the past two
years and the support which has been required, the total number of
people assigned to the Staff is about right--no one is blatantly
underemployed.  The relatively small size of the staff and the
workload requires a high degree of teamwork.  The staff must keep
current with the happenings at the grass roots level in our eight
Offices as well as have a clear insight into the policies and
direction stemming from the DDA and ADDA.

One particular weak spot in our current composition is
the absence of representation from the Office of Communications,
by far the largest entity and biggest consumer of resources in the
Directorate (and the Agency).  This may be rectified by the
assignment of a Communications representative to our new position.

The experiment of having the Executive Officer run the
Management Staff has been successful for almost two years.  The
members of the Staff who were directly involved in this report
stated unanimously that they did not feel the need for a Chief of
the Management Staff.  They viewed this position as an unnecessary
bureaucratic layer which would be an obstacle rather than an
improvement. Given the level and quality of personnel currently
assigned to the Management Staff, there is no need for close

4

supervision by the Executive Officer, and considerable time and energy is thereby saved. Consequently, the bulk of the Executive Officer's time with respect to the Management Staff can be devoted to orchestrating their individual efforts and providing general guidance and direction. After this two-year period, it appears that the only disadvantage of not having a Chief of the Management Staff, per se, is that there is some slippage in the routine day-to-day nuts and bolts office operations.

Given the wide range of subjects with which the Management Staff must deal, effective communications within the Staff is imperative. Consequently, there are two staff meetings held per week, a general monthly session during which activities of the entire staff for that particular month are covered and the monthly status report is collectively composed; and ad hoc meetings within the staff for specific topics as well as periodic update sessions with the ADDA and DDA coupled with pre-Comptroller, pre-EXCOM and pre-Quarterly meetings.

6. Conclusions/Recommendations:

a. The Management Staff, as an organizational entity, is basically shaped by the modus operandi of the ADDA and the DDA.

b. Following on from subparagraph a above, in order to be most effective, the Management Staff must have a clear insight into the direction and policies of senior Directorate management so that it may serve as a two-way fulcrum for effective communications.

c. Given the lean and mean posture of the Staff, no one is underemployed. Almost all of the Staff's functions are well established except for the Information Handling Systems Referent.

d. The numbers assigned to the Staff and Registry are about right for current workloads. There is no need to reinstitute a Chief of the Management Staff. This role can be adequately fulfilled by the Executive Officer (in fact, without this responsibility, the Executive Officer position, I believe, would warrant a downgrading).

e. The assignment of a Category I GS-12/13 officer in FY-84 will be of substantial benefit to that individual

5

and the Directorate as a whole from the perspective of a
career development experience.

    f.  It is recommended that the status quo be maintained
with regard to the Management Staff and the Registry.  It
is further recommended that the position for the Information
Handling Systems Referent be reexamined when the incumbent
completes his current two-year tour of duty, i.e., November
1984.  (This recommendation has been overtaken by events.)

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